

Memorial Medical Center, Inc.  
1615 Maple Lane  
Ashland, WI 54806  
(715) 682-4563

Type:                   GMS  
Control:           Other Not for Profit  
Fiscal Year:   10/01/01 to 09/30/02

County:                   Ashland  
Analysis Area:   Western Lake Superior (7)  
Volume Group:   5

Selected Utilization Statistics	FY 2002	All GMS Hospitals		Analysis Area 7		Volume Group 5		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Occupancy Rate (%)									
Adult medical-surgical	41.1%	57.4%	0.72	27.8%	1.48	51.9%	0.79	38.3%	1.07
Obstetrics	27.2%	39.6%	0.69	16.5%	1.65	28.1%	0.97	28.3%	0.96
Pediatrics	. %	48.0%	.	5.0%	.	20.9%	.	34.5%	.
Total hospital	40.3%	55.9%	0.72	26.0%	1.55	48.2%	0.84	37.8%	1.07
Average Census (Patients)									
Adult medical-surgical	35.3	30.4	1.16	10.8	3.27	28.2	1.25	32.5	1.09
Obstetrics	2.2	3.9	0.56	0.6	3.41	3.5	0.62	2.3	0.96
Pediatrics	0.0	1.8	0.00	0.0	0.00	0.5	0.00	0.7	0.00
Total hospital	40.3	55.4	0.73	12.1	3.33	41.9	0.96	38.2	1.06
Average Length of Stay (Days)									
Adult medical-surgical	4.1	3.9	1.05	3.5	1.20	3.7	1.11	4.6	0.89
Obstetrics	2.3	2.4	0.94	2.2	1.04	2.3	0.99	2.4	0.94
Pediatrics	.	2.4	.	1.8	.	2.3	.	2.1	.
Total hospital	3.7	4.3	0.85	3.1	1.17	3.7	0.99	3.9	0.94
Surgical Operations									
Inpatient	768	1,424	0.54	212	3.62	1,323	0.58	762	1.01
Outpatient	1,988	3,187	0.62	745	2.67	2,947	0.67	2,026	0.98
Inpatient as % of all surgeries	27.9%	30.9%	0.90	22.2%	1.26	31.0%	0.90	27.3%	1.02
Outpatient Visits									
Non-emergency visits	18,470	75,046	0.25	21,893	0.84	65,740	0.28	19,446	0.95
Emergency visits	12,490	14,086	0.89	7,123	1.75	16,883	0.74	11,377	1.10
Full-time Equivalents (FTEs)									
Administrators	17.0	14.8	1.15	5.1	3.32	15.3	1.11	13.0	1.31
Nurses, licensed	117.1	160.1	0.73	46.3	2.53	143.8	0.81	113.4	1.03
Ancillary nursing personnel	30.1	54.3	0.55	18.2	1.65	35.6	0.85	25.8	1.17
All other personnel	212.1	384.2	0.55	104.3	2.03	358.4	0.59	191.0	1.11
Total FTEs	376.4	613.5	0.61	174.0	2.16	553.1	0.68	343.2	1.10
FTEs per 100 Patient Census (Adjusted)									
Administrators	19.2	14.6	1.31	17.3	1.11	16.0	1.20	15.1	1.27
Nurses, licensed	132.3	157.9	0.84	156.4	0.85	149.8	0.88	132.2	1.00
Ancillary nursing personnel	34.0	53.6	0.64	61.6	0.55	37.1	0.92	30.0	1.13
All other personnel	239.7	378.9	0.63	352.2	0.68	373.4	0.64	222.5	1.08
Total FTEs	425.3	605.0	0.70	587.6	0.72	576.2	0.74	399.9	1.06

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds set up and staffed	100	Health maintenance		Beds set up and staffed	0	Bassinets	7
Discharges	3,702	organization (HMO)	Yes	Discharges	0	Total births	308
Inpatient days	14,709	Preferred Provider		Inpatient days	0	Newborn days	618
		organization (PPO)	Yes				

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Inpatient Service Area

Inpatient Service Area	Level of Service*	Beds Set Up and Staffed 09/30/02	Discharges and Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
General Medical-Surgical:							
Adult medical-surgical, acute	1	86	3,121	12,900	41.1%	35.3	4.1
Orthopedic	2	0	0	0	. %	0.0	.
Rehab. and physical medicine	2	0	0	0	. %	0.0	.
Hospice	2	1	8	42	11.5%	0.1	5.3
Acute long term care	5	0	0	0	. %	0.0	.
Other acute	5	0	0	0	. %	0.0	.
Pediatric, acute	2	0	0	0	. %	0.0	.
Obstetrics	1	8	352	793	27.2%	2.2	2.3
Psychiatric	2	0	0	0	. %	0.0	.
Alcoholism/chemical dependency	2	0	0	0	. %	0.0	.
ICU/CCU:							
Medical-surgical intensive care	2	0	0	0	. %	0.0	.
Cardiac intensive care	2	0	0	0	. %	0.0	.
Pediatric intensive care	5	0	0	0	. %	0.0	.
Burn care	5	0	0	0	. %	0.0	.
Mixed intensive care	1	5	221	974	53.4%	2.7	4.4
Step-down (special care)	5	0	0	0	. %	0.0	.
Neonatal intensive/intermediate care	5	0	0	0	. %	0.0	.
Other intensive care	5	0	0	0	. %	0.0	.
Subacute care	5	0	0	0	. %	0.0	.
Other inpatient	5	0	0	0	. %	0.0	.

Note: data should be used only in rows; do not summarize columns.

\* 1=Provided-Distinct Unit, 2=Provided-Not Distinct Unit, 3=Available in Network, 4=Contracted, 5=Service Not Provided.

\*\* Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/asst. administrators	17	0	17.0	Radiological services personnel	11	2	11.4
Physicians and dentists	2	0	2.0	Occupational therapists	2	1	2.6
Medical and dental residents	0	0	0.0	Occupational therapy assistants/aides	3	1	3.7
Registered nurses	84	34	102.2	Physical therapists	7	2	8.1
Certified nurse midwives	0	0	0.0	Physical therapy assistants/aides	3	0	3.0
Licensed practical nurses	12	2	12.8	Recreational therapists	0	0	0.0
Ancillary nursing personnel	25	9	30.1	Psychologists	1	0	1.0
Physician assistants	0	0	0.0	Social workers	2	0	2.0
Nurse Practitioners	1	3	2.1	All other health professionals	41	6	44.1
Medical records personnel	14	5	16.2	All other personnel	72	47	96.7
Pharmacy personnel	5	2	6.6				
Clinical laboratory personnel	13	2	14.8	TOTAL	315	116	376.4

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Income Statement		Assets		Liabilities and Fund Balances	
Gross patient revenue	\$54,566,453	Cash and cash equivalents	\$3,881,684	Current liabilities	\$4,164,033
Less deductions	18,626,532	Net Patient receivables	6,062,173	Long-term debt	3,459,806
Net patient revenue	35,939,921	Other receivables	682,025	Other liabilities	0
Plus other revenue	830,513	Land, bldgs and equip: Net	16,033,852	Subtotal	7,623,839
Total revenue	36,770,434	Other assets	4,686,774		
Less expenses	34,630,682			Unrestricted fund balance	23,722,669
Nonoperating gains/losses	144,809	Total Assets	\$31,346,508	Total liabilities & fund balance	\$31,346,508
Net Income	\$2,284,561			Restricted fund balances	\$0

Selected Financial Statistics	FY 2002	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Gross Rev as % Total Gross Patient Revenue									
Medicare [ \$23,071,345]	42.3%	41.7%	1.01	44.2%	0.96	42.6%	0.99	43.3%	0.98
Medical Assistance [ \$8,707,996]	16.0%	9.0%	1.77	16.5%	0.97	6.9%	2.30	13.6%	1.17
Commercial [ \$19,029,318]	34.9%	43.2%	0.81	31.7%	1.10	44.9%	0.78	36.6%	0.95
All other [ \$3,757,794]	6.9%	6.1%	1.13	7.6%	0.91	5.6%	1.24	6.5%	1.06
Deductions as % of Total Gross Patient Revenue									
Medicare [ \$11,889,651]	21.8%	23.7%	0.92	21.5%	1.01	25.2%	0.87	17.5%	1.25
Medical Assistance [ \$4,897,579]	9.0%	6.0%	1.51	8.0%	1.12	4.7%	1.92	7.4%	1.21
Commercial [ \$1,044,755]	1.9%	9.4%	0.20	2.4%	0.80	6.8%	0.28	3.4%	0.56
Charity care [ \$263,437]	0.5%	1.2%	0.40	1.2%	0.41	1.3%	0.38	0.6%	0.79
All other [ \$531,110]	1.0%	1.4%	0.69	1.0%	0.97	0.7%	1.35	0.9%	1.09
Total deductions [ \$18,626,532]	34.1%	41.7%	0.82	34.1%	1.00	38.7%	0.88	29.9%	1.14
Other Revenue and Net Gains or Losses									
Other revenue as % of total revenue	2.3%	5.1%	0.44	2.3%	0.99	4.4%	0.51	1.1%	2.01
Net gains/losses as % of net income	6.3%	5.3%	1.20	-11.6%	-0.55	-1.2%	-5.14	19.3%	0.33
Expenses as % of Total Expenses									
Salary/fringe benefit[ \$20,285,047]	58.6%	47.8%	1.23	55.6%	1.05	52.1%	1.12	58.1%	1.01
Supplies and services[ \$10,181,363]	29.4%	40.5%	0.73	31.6%	0.93	34.6%	0.85	30.2%	0.97
Capital component [ \$2,829,403]	8.2%	8.7%	0.94	8.3%	0.98	10.2%	0.80	8.3%	0.98
Bad debt [ \$1,334,869]	3.9%	3.0%	1.29	4.5%	0.85	3.1%	1.24	3.4%	1.12
Fiscal Statistics									
Operating margin	5.8%	6.1%	0.96	4.0%	1.44	6.4%	0.92	2.7%	2.14
Total hospital profit margin	6.2%	6.4%	0.97	3.6%	1.70	6.3%	0.98	3.3%	1.85
Return on equity	9.6%	10.0%	0.96	9.1%	1.06	10.0%	0.96	5.2%	1.86
Current ratio	3.0	2.5	1.17	1.6	1.90	2.3	1.29	2.4	1.21
Days in net patient accounts receivable	61.6	57.8	1.06	60.3	1.02	60.2	1.02	.	.
Average payment period	47.4	52.6	0.90	81.3	0.58	62.1	0.76	54.0	0.88
Equity financing	75.7%	56.2%	1.35	45.0%	1.68	51.1%	1.48	70.2%	1.08
Long-term debt to equity ratio	0.1	0.5	0.31	0.7	0.21	0.6	0.26	0.2	0.68
Times interest earned	10.1	5.0	2.02	3.3	3.03	4.4	2.32	4.6	2.19
Total asset turnover	1.2	0.9	1.33	1.1	1.04	0.8	1.44	1.1	1.09
Average age of plant: years	9.4	9.5	0.98	9.0	1.05	8.0	1.18	9.4	1.00
Increase (decrease) total net patient rev	. %	. %	.	. %	.	. %	.	2.8%	.
Output gross rev (% of total gross pt. rev)	52.4%	44.1%	1.19	57.5%	0.91	54.1%	0.97	53.2%	0.98
Net Revenue Statistics									
Inpatient net revenue per discharge	\$4,412	\$7,870	0.56	\$4,540	0.97	\$6,036	0.73	\$4,598	0.96
Inpatient net revenue per day	\$1,151	\$1,834	0.63	\$1,386	0.83	\$1,554	0.74	\$1,120	1.03
Outpatient net rev per visit	\$589	\$343	1.72	\$268	2.20	\$385	1.53	\$524	1.12